

*COPY*  
*Sample of Letter*  
*Sent to All Associates*

Mr. Wendell R. Horsley  
Placement Office  
A & M College of Texas  
College Station, Texas

Dear Wendell:

We are still counting our dividends from the recent University Associates Conference. We mean to apply all that we learned in these sessions so that when we meet with you again next year, we can point to real progress in all of the areas in which you were kind enough to give us your frank advice and specific guidance.

In the area of campus public relations, there was the general feeling that the Agency had a great deal to gain by sending out senior officials to address student and faculty groups, or merged groups, in either general terms as to the Agency's activity or in response to the specific interests of a particular group.

You will recall my reading to you Mr. Lyman Kirkpatrick's memorandum addressed to this point, wherein he established the Agency's desire to fulfill any speaking engagement that can be controlled so as not to have the speaker's remarks publicized. Essentially, these would be "off-the-record" or "executive session" audiences, and certain of the Consultants did not believe that they could exercise this degree of control over campus press reporters or the local newspapers. We should hope, however, that all of you can find opportunities for engaging Agency speakers under these conditions, and that you will not hesitate to invite us "on campus," or into your general community to address other gatherings into which you can introduce a number of students and certain key faculty members.

We shall be only too happy to accept these invitations, and we can be prepared on relatively short notice to do so.

**Mr. Wendell R. Horsley, Placement Office, A&M College of Texas,  
College Station, Texas**

Although we have spoken here of furnishing senior officials, please understand that if you have a student or faculty group with whom you think a JOT might be particularly effective, we would want to make our speaker selection accordingly.

Thank you in advance for your efforts in this regard, and with my very best wishes for the holiday season, I remain,

Sincerely yours,

Emmett D. Echols